

# Quarterly Workforce Planning Coordinators Meeting

**Statewide Workforce Planning Unit**

# Objectives

- Latest news from the Statewide Workforce Planning Unit
- Welcome DOR's new workforce planning manager
- Open discussions

# Announcements

- Statewide Recruiter to join the Statewide Workforce Planning Unit
- Rollout of Recruitment and Retention Program
- New phone line
- CalPERS tools on our website
- Knowledge Transfer Webinar upcoming
- Ways to get involved

# Hiring Statewide Recruiter

## Discussion Notes:

CalHR's Statewide Workforce Planning Unit anticipates the hire of a new Statewide Recruiter to assist departments in developing effective recruitment strategies, and coordinating recruitment efforts.

The Statewide Recruiter is anticipated to begin work in February 2014.

## What is the Recruitment and Retention Program (RRP)?

- Oversees delivery, collection, and reporting of the Retention Strategy Survey (RSS) and the Employee Entrance Survey (EES).
- Offers a statewide standard in compiling and reporting on factors effecting recruitment and retention within state agencies.

## RRP ensures an approach that:

- Guarantees anonymity
- Provides equal access
- Utilizes concise reporting structure
- Targets all critical mobility phases

### Discussion Notes:

#### The Recruitment and Retention Program:

- Guarantees anonymity of the employee to secure the integrity of responses
- Provides equal access to both surveys through two ADA compliant formats: online and hardcopy
- Targets all critical mobility phases, including: entrance, transfer, retirement, promotion, voluntary separation from state service, etc.

### **Employee Entrance Survey**

- Voluntary, anonymous online survey for NEW State employees
- Share what brought them in and perceptions of hiring process
- Data helps improve recruitment strategies

### **Retention Strategy Survey**

- Voluntary, anonymous online survey for ALL exiting employees
- Share perceptions and reasons for leaving
- Data helps develop retention strategies

### **Discussion Notes:**

BOTH surveys are encouraged to be completed online through SurveyMonkey.

The surveys may be used in lieu of, or in tandem with, existing entry or exit surveys and processes.

## Participating in the RRP

- February 2014, RRP packet will be sent to all HR/Personnel chiefs and officers. Will include the following:
  - Recruitment and Retention Program Memo
  - Hard Copy of EES and RSS surveys
  - Sample report of EES and RSS surveys
  - Employee postcard/flyer for EES and RSS surveys
- Distribute postcard/flyer to employees

### Discussion Notes:

Participating in the RRP is easy!

HR/Personnel officers will distribute the EES postcard/flyer to each NEW state employee (along with existing orientation packet/process) and the RSS postcard/flyer to employees who are separating for any reason (along with usual exit packet/process for that type of separation)



## Sharing Survey Results

- Survey responses will be collected by the Statewide Workforce Planning Unit
- Aggregate results will be shared with each department in a biannual report
- Statewide trends will be shared online

# Questions about the Surveys?

## Discussion Notes:

Can we invite our employees to participate in the surveys in a way we see fit for our department?

- Yes, please distribute the information in a way that is most optimal to your department. The links to each survey will remain constant, and can easily be provided to employees via email, or included in other written documents.

When and how do we receive results?

- Results will be distributed on a bi-annual bases, actual dates to be determined. The bi-annual timeline was consented as a functional timeframe that will elicit enough results for trends to be accurately reflected, and be able to utilize results in developing pro-active recruitment strategies. Each department's human resources division will receive results for their own department. Results are to be provided to the department's managers, and findings should be utilized by the department to develop effective recruitment and retention strategies. Statewide results will be shared on the SWPU website.

Which employees are identified as NEW state employees?

- New state employees may be entering as: student assistant, permanent employee, temporary employees, etc.
- The employee is not considered new if they are a retired annuitant, a returning state worker, and transfer from another state department, etc.

What is a successful response rate for the surveys?

- The average survey will receive a 60% response rate. We are hoping employees will be encouraged to participate because this options offers a third party, anonymous collection method.

Can we receive a sample of the packet?

- Yes, the program and packet is currently being vetted we can email a copy of the packet to our WFP Listserv.

## New Phone Line for the Statewide Workforce Planning Unit

- Our unit's phone number is 916.322.0742

## CalPERS Tools Now Available Online

- Tools referenced at Succession Planning workshop on January 8
- Includes Executive Succession Planning and Informal Mentoring tools
- Visit our [website](#) to download!

### Discussion Notes:

CalPERS' Executive Succession and Informal Mentoring tools can be downloaded from the Statewide Workforce Planning Unit website under the announcement called "New Resources: Download Executive succession and Informal mentoring tools from CalPERS"

# Knowledge Transfer Webinar

- Scheduled for April
- Present practical strategies for all departments
- Based on types of knowledge and classifications

# Get Involved!

- Ways to get involved:
  - Facilitate a meeting
  - Present or co-teach a workshop/webinar
  - Contribute to the upcoming online forum
- Contact us if interested!

# Welcome Ceasor Dennis!

Ceasor Dennis is the new Workforce and  
Succession Planning Manager at the  
Department of Rehabilitation

# Open Discussion

## Workforce Planning Data Collection and Tracking

### Discussion Notes:

Some departments are experiencing reporting issues, and receiving misallocated information , based on how data is being captured through SCO. How soon can a solution be expected?

- SWPU does not manage that data. Departments will need to follow up with whoever they originally went through to request the information.

Recommended article on analytics: [They're Watching You at Work](#) by Don Peck of The Atlantic



# Open Discussion

## Strategies for Recruiting from Private Sector

### Discussion Notes:

- Attend free college campus and large corporate job fairs. Community College job fairs are usually free and welcome state departments.
  - [CSUS Career Fair - Pathways to Public Service: State Careers](#)
- Seek out free job boards online or through college campuses.
- Utilize online social networks to search for skills and certain keywords to help find and attract potential job candidates. Some sites to use: Linked-In, Facebook, Twitter, YouTube
- Military department: state classifications are often mapped to military positions. The state is highly encouraged to hire veterans who qualify.
- Attend [State Recruiters Roundtable Meetings](#).
- Share potential candidates' information with another department if you have an applicant whose skills may be better suited for their position.
- Coming soon from SWPU:
  - Virtual Job Fairs! SWPU is developing virtual job fair opportunities in real-time chat format including video chat similar to Skype.
  - SWPU will create a discussion board on the online WFP Forum for workforce planning coordinators from all departments to share potential candidates.

# Strategies for Recruiting from Private Sector (continued...)

## Tips to develop successful recruitment strategies

- If you are recruiting for highly specialized positions that require very specific knowledge, identify core competencies and target your job search engines, career fairs, university departments, and professional organizations that are specific to those competencies.
- Important to take into consideration that highly specialized classifications tend to have smaller candidate pools.
- Educate the community! Identify your target audience, educate them on how to navigate the state hiring process, apply for state positions, and how to tailor their resumes to illustrate that they meet minimum qualifications.
- Try to avoid using acronyms with potential employees in communication or written form.
- Be creative to compete against private sector: The State offers flexible work-schedules, opportunities to work remotely, and a chance to serve the people of California.
- Consider focusing efforts on younger/right-out-of college applicants with less work experience with the intent to develop them v. applicants with more work experience who expect higher pay/Hiring Above Minimum.
  - California Conservation Corps case: In working with grad interns, CCC asked how they could become a more interesting employer. The feedback showed that updating and modernizing their website would help boost young job candidates' interest in working for them. Check it out for yourself at [www.ccc.ca.gov](http://www.ccc.ca.gov)
    - CCC received an exception so they could use a different format from the standard state website design to increase the attraction of their target employee demographic.
- Recognize and uphold state service as the valuable employer that it is!

## Resources

- DOR is working on developing a critical onboarding process.
- Millennials are becoming the largest demographic of potential employees. A helpful article on [Millennial Searchers](#)
- "Wasabi Waiter" by Knack: Google is using this simple game app in their hiring process to analyze the characteristics of an individual rather than focusing on formal education credentials
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# Open Discussion

## Low or No Cost Workforce Planning Solutions for Small Departments

### Discussion Notes:

- Will WFP be mandated?
  - WFP has been on the agenda of several committees, but it is uncertain whether it will be mandated. SWPU can help departments develop plans at any stage, please contact us to set up a meeting.
- Ensure that your plan contains a clear indication of accountability and benchmarks.
- How to compile data for large department workforce plans
  - Caltrans case: organize by occupational series. Plan can be organized into different sections that have their own plans, be tabulated in overall report, then report on overall trends. Plans can also be divided by region and district.
- Executives buy-in and support is crucial in implementing successful succession and knowledge transfer strategies. They possess invaluable institutional knowledge to can help guide the workforce planning process.

### Examples:

- [CalPERS Workforce Strategic Plan](#)
- DGS has a great [career ladder structure](#)
- EDD has recently made updates to their plan and hopes to release the new version soon.
- Australia and Canada currently have national models
- Virginia and Pennsylvania provide strong knowledge transfer strategies

### Resources:

- If you are unable to finance consultants, here are two suggested reading resources:
  - *Handbook of Human Performance Technology: Improving Individual and Organizational Performance Worldwide* by Harold D. Stolovitch, Erica J. Keeps
  - *The New Edge in Knowledge: How Knowledge Management Is Changing the Way We Do Business* by Carla O'Dell and Cindy Hubert

# Open Discussion

## Talent Management Systems

### Discussion Notes:

Are Talent Management Systems being utilized?

- OSHPD has a free [learning management system](#).
- CalPERS is using [Saba Learning Management System](#). Currently, its main utilization is to track training, and for staff to self-enroll in training.
- Some departments are also using [Oracle](#).
- SAP Systems can be adapted to accomplish learning management.

# Open Discussion

## **Other Questions or Topics?**

# Thank You for Attending!

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